

How to Develop an Annual Plan

Creating a Campaign Plan

Your campaign plan will guide your work to achieve No Kid Hungry in your local community. It is a document that is updated annually with strategies, milestones, and programmatic goals that roll-up to your long-term campaign goals around increasing access to the federal nutrition and food skills education programs.

The annual planning process and timeline varies by program. Breakfast, afterschool, and summer planning is largely driven by the academic calendar. For example, breakfast and afterschool planning typically begins in the springtime and is completed before the start of each new school year (the school year is when most of the campaign work will actually occur). Planning around SNAP, WIC, and nutrition education can happen at the same time, but it is important to be aware of important federal or state dates (such as application windows and deadlines) and the timing of any program policy changes.

This document outlines the major planning components and contains key questions and prompts to help guide your campaign plan development.



Before You Begin

The following inputs are needed to develop an effective plan:

- Long-term bold goals
- Target area data analysis
- Target area local knowledge and information including:
 - State agencies that administer programs and collect participation data (e.g. Department of Education, Department of Public Health)
 - Key decision-makers and influencers including elected officials, superintendents, school FNS directors/personnel, school board, unions, community organizations, etc.
 - Existing programs, policies, and/or laws related to federal nutrition programming in your community (e.g. school breakfast mandate, district-level school food policies, etc.)
 - Other organizations or non-profits working particularly in the anti-hunger space, but also in education and health
- Best practices, results, and challenges from other No Kid Hungry campaigns to inform your work

Setting Program Strategies

The first step in creating a campaign plan is to determine your overall approach for reaching the No Kid Hungry goals in each program area. This strategy will inform the sequencing of work and specific tactics and activities you will carry out in your campaign target areas. Target area data analysis and knowledge of local factors should inform your thinking. You will also need to consider strategy across program areas. For example, your approach for breakfast will likely be different than your approach for afterschool and it is important to ensure this work is coordinated to the extent possible and not counterproductive to you or your stakeholders.

Considerations

- Your capacity and expertise. Think about your ability to influence change in each program area. What skills, tools, relationships, will help you be successful in each campaign focus area?
- Program opportunities. What are the opportunities for growth? Is it possible to expand programming through the Community Eligibility Provision (CEP) or by establishing an implementation agreement with school districts or school food service leaders? Are there existing mandates (e.g. state breakfast after the bell requirement) that could support your work?
- Access to decision-makers and influencers. How is the school system structured and who are the decision-makers? Are there other influencers or key stakeholders that can support your work? Examples of these people include superintendents, principals, school food service directors, school union leaders, and parent organizations, and others.
- Political environment. Are there other opportunities to introduce or pass legislation or administrative changes?

Sample Strategies

The following are examples of program strategies for breakfast. A campaign plan may include one or more of these strategies, or other strategies as needed based on the characteristics of the community. If you are working in multiple areas, it may be necessary to have different strategies for each location.



Advocacy

Advocate for changes to improve and expand school breakfast in your community. Examples of advocacy goals include: a breakfast mandate requiring schools to serve breakfast after the bell; state budget funding for breakfast; requirement for school report cards to include breakfast participation statistics; data transparency and/or data-sharing laws, etc. It is also good to develop relationships with elected officials to gain support for school breakfast.



District MOU

Establish a Memorandum of Understanding (MOU) or other type of contractual agreement with the school district(s) in your campaign focus areas. Such an agreement would require the district(s) to implement breakfast after the bell in all or a subset of schools (e.g. all elementary schools) in return for things you can provide, such as grant funding and technical assistance. Be sure to include specifics like school name and the date on which schools will implement programming.



High-Need Focus

Prioritize locations to implement breakfast after the bell based on the level of need. Schools and districts with 70% or greater Free or Reduced Price (FRP) Eligibility are considered “high need” – it may be possible to connect more children with breakfast in these schools than in schools with less FRP eligibility. However, it is important to analyze current breakfast numbers to ensure there is ample opportunity to increase participation in a given school or district.

Developing Program Plans



The next step is to build a detailed annual plan for each program. Think about the work needed to support each strategy and document the specific tactics and activities you will seek to accomplish during the year.

Sample Year 1 Breakfast Plan Excerpt*

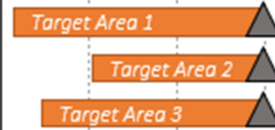


Strategy	Tactics	Key Activities
Implement breakfast after the bell (BAB) in all high-need elementary schools.	Convince schools currently offering traditional cafeteria breakfast to implement BAB.	<ul style="list-style-type: none"> • Meet with key decision makers to get buy-in. • Raise awareness with stakeholders and influencers about the benefits of BAB. • Work with individual schools to explore and recommend BAB options (e.g. breakfast in the classroom, grab-and-go to classroom, etc.) • Help schools pilot BAB if they aren't ready to implement permanently.
	Provide funding assistance and implementation support to schools.	<ul style="list-style-type: none"> • Provide equipment grants. • Provide training, best practices, and technical assistance. • Conduct site visits to ensure BAB models are properly implemented.
	Raise awareness with kids, parents/caregivers, and school staff.	<ul style="list-style-type: none"> • Hold breakfast events at schools to get kids interested in/excited (e.g. theme days, breakfast for lunch, etc.). • Send correspondence to parents/caregivers explaining BAB and include breakfast information on school website(s). • Engage school staff to promote BAB to students.

*Sample only. Strategies, tactics, activities and format of planning template may vary by campaign.

Establishing Milestones and Timelines

Once you have developed the annual plan for each program, determine the key milestones along the path to accomplishing your tactics and activities. Think about the sequence of events and how long it will take to complete the work, then create a timeline. Since you are planning for a full year, near-term events are likely to be the most detailed because you have the most information, while planning for far-off events may rely more on estimates. It will be important to update the milestones and timeline at regular intervals during the campaign year.

Sample Milestones and Timeline from Year 1 Breakfast Plan*

Key Activities	Milestones	Start	Finish	Jul	Aug	Sep	Oct	Nov
Meet with key decision makers to get buy-in.	1. Meet with the superintendent of each target area to discuss BAB models and benefits.	Jul 1	Sep 30					
	2. Connect each superintendent to local breakfast champions.	Sep 1	Oct 15					
	3. Hold briefings with principals and food service directors from each district.	Sep 15	Oct 31					

*Sample only. Key milestones and timeline/project plan format may vary by campaign.

Multi-Year Planning

It may take several years to reach the No Kid Hungry goals in your campaign target areas. Work in the early stages of your campaign will likely focus on laying the groundwork for success in later years. Forging relationships, building awareness of the need, and establishing a sustainable pipeline of funding are important activities. The next phase will be heavily focused on implementing programs and plans and providing technical assistance and other resources to maximize results. Building a path to sustainability is the final phase.

When developing annual campaign plans, keep in mind your long-term bold goals and think about the best way to sequence your work over the course of the full campaign. Past progress, accomplishments, and No Kid Hungry best practices can support and inform plans.